

12 August 1974

MEMORANDUM FOR: The Director

SUBJECT : Draft KIQ Evaluation Instructions

Attached is a draft note from you to the NIOs designed to serve as a basis for and/or stimulus to discussion of what you need and will be expecting from the NIOs in connection with their responsibilities in overseeing the implementation of the KIQ process. It was my understanding that you wanted to address this matter at your next session with the NIOs, now tentatively scheduled for Monday, 12 August.

George A. Carver, Jr.

George A. Carver, Jr.
Deputy for National Intelligence Officers

Attachment

cc: DDCI
DDS&T
DDO
DDI
DDM&S
AD/DCI/IC ✓
All NIOs

DRAFT

MEMORANDUM FOR: The National Intelligence Officers

SUBJECT: The FY 1975 Key Intelligence Question Evaluation Process

1. In connection with the FY 1975 KIQs, I will be looking to the NIOs to take the lead in providing me (and the USIB) with three types of comments:

- a. A preliminary review for each KIQ.
- b. The development and articulation of subordinate questions for some KIQs.
- c. A final summary report on the Community's performance with respect to each KIQ.

2. The Preliminary Reviews. After the FY 1975 KIQs have been approved by the NSCIC, each KIQ should be the subject of a brief (separate) survey. These surveys should be prepared by the appropriate NIOs, in consultation with their Intelligence Community colleagues and drawing on the Intelligence Community Staff for any staff support needed. I would like these surveys submitted to me (and the USIB) by mid-September. Each survey should succinctly assess the Community's degree of knowledge or ignorance/uncertainty with respect to the KIQ in question. (I emphasize that what is wanted here is a summary assessment, not a detailed inventory.) Each survey should then block out the Community's strategy with respect to that KIQ -- touching on all phases of the intelligence process:

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collection, analysis and production. The strategy survey should identify the Community member agencies accepting an obligation to work on that KIQ and should incorporate any recommendations for improvement in the Community's accepted strategy that the NIO feels warranted (e.g., in a situation -- should one arise -- in which for resource constraints, or other reasons, the Community component representatives are unwilling to agree to undertake certain courses of action the NIO feels are feasible and necessary in developing an optimum response to that KIQ). These preliminary evaluations are to be brief, simple, subjective and arbitrary.

3. The Subordinate Questions. For some -- not all -- KIQs, an appropriate number of more detailed, concrete subordinate questions should be developed by the appropriate NIOs, working with the Intelligence Community Staff and in consultation with representatives of the member agencies of the USIB. These subordinate questions should be designed to serve either (or both) of two functions:

a. To highlight specific matters or concrete topics deemed appropriate for special collection or production attention.

b. To provide the basis for special, resource-tied performance evaluation at the end of the fiscal year.

These performance evaluations will be comparable to those performed on the pilot KIQs under the FY 1974 KEP program. The object here is to take a certain number of representative

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slices through the intelligence process to ascertain in some detail if resources are being properly apportioned to activities of major substantive importance, i.e., activities which are of direct benefit in answering key substantive questions. The total number of subordinate questions should be in the range of about thirty. There need not be one for every KIQ nor need there be more than one for any given KIQ on which the NIO feels some further refinement is advisable.

4. The Final Report. At the end of the fiscal year -- i.e., June 1975 -- the NIOs should submit a short final report on each FY 1975 KIQ evaluating the performance of the Intelligence Community on that particular question and, where appropriate, the performance of the individual member agencies. These final reports should be prepared in consultation with representatives of the USIB member agencies drawing on the Intelligence Community Staff for such staff support as is needed. Disagreement within the Community should be reflected, but -- in the final analysis -- each report will be the NIO's and should reflect his or her personal judgments and assessment. We will develop more detailed guidelines for the FY 1975 final reports after we have received those for FY 1974 and can ascertain what modifications or changes in format or procedure would be helpful. As should be the case with the preliminary reviews, these final reports are to be succinct, simple, arbitrary and subjective.

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